

The Lean-Quality Newsletter



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Want to learn more about Lean Six Sigma? Visit the Lean-Quality Dept. page at <http://ihmdnce/LeanQuality/>.

Executive Planning Sessions (EPSs)

- John Hungerford and Scott Bumgarner conducted an EPS at NSWC Earle, NJ, on 19-20 June. Coordinating their efforts with Jim Cardinale (Earle Green Belt), John and Scott performed Lean Six Sigma training and reviewed Earle's projects. During this review, a large amount of commonality of function across programs was uncovered. Based on the number of common processes and the program size, it was determined that the STANDARD Missile program at Earle would be the subject of Earle's first Value Stream Analysis.

Value Stream Analyses (VSAs)

- On 12-15 July, John Hungerford and Scott Bumgarner completed a VSA at NSWC Earle. Utilizing the capabilities of senior leadership and line supervisors, the VSA generated the potential for one RIE, six Projects, and seven JDIs.
- Jennifer Edgin and Scott Bumgarner completed a VSA in the Financial Processes area on 26-28 July. Future areas of improvement include: 1) focusing on decreasing errors that occur during project execution – errors that can cause substantial rework later in the financial process; and 2) addressing a backlog of fund documents that require closing. This VSA yielded the potential for one RIE, fourteen Projects, and nine JDIs.



RIEs

- Edna Gigon and John Hungerford led an RIE in the CAD/PAD QE area on 6-10 June. The effort involved two major components. The first compared the CAD QE process with the PAD QE process; the two were correlated such that a common QE process was created. In the second part, the documentation process was streamlined via the removal of some wasteful reviewing, editing, and "relooping" reports for signature and approval. Estimated savings are currently being validated and confirmed.
- An RIE in the Project Management area was performed by John Ross and Damaris Kaminski on 20-24 June. Two sub-teams accomplished several tasks, including: creating standard work guideline documents for project plan development and tracking; developing proposed

new project management training/certification requirements; and supplying leadership with recommendations for process ownership. These efforts were in preparation for the eventual implementation of a station-mandated, web-based enterprise project management system (EPMS). A projection of the potential savings through the end of FY06 was \$2.5M station-wide (given all critical milestones were achieved).

- The CAD/PAD Rocket Catapult (ROCAT) area was the subject of an RIE on 18-22 July. Led by John Hungerford and Edna Gigon, one of the biggest accomplishments of this effort was creating an ordered, clean, efficiently operating work area (also known as “5S’ing,” for “sorting, simplifying, sweeping, standardizing, and self-disciplining) in Building 693. An additional benefit realized was elimination of ten miles of wasted transportation via consolidation of operations from two buildings into one. Projected savings are currently being determined.

As a bonus, here’s a riddle: when is a storage area not a storage area? [See photo bottom left.] Answer: when it’s an oven! [See photo bottom right – an oven after being 5S’ed during this RIE.] The oven – which was being used for a storage room – will be fully certified, then used to its complete capacity in the improved process that was created during the RIE. Part of its planned uses included curing liners and installing heat shrink protective covers.



Training

- Eleven Green Belts (GBs) were trained in April, while sixteen employees completed the GB class in June.
- As of the end of July, out of 1,403 employees at IHDIV, 598 are Lean-educated personnel, having received training in Lean Six Sigma principles... of those, 12 are Black Belts and 58 are GBs.

Cost Reduction Reports (CRRs)

- During July, eighteen CRRs were submitted to NAVSEA HQ, with \$1.1M in Lean cost reductions, \$4.5M in Other, and \$319K in Intelligent Target. These submissions bring IHDIV's total submissions to 57 CRRs, for an FY05 total of \$12.6M in cost reductions to corporate Navy.

With that \$12.6M, you could buy:

- 3 M1A1 Abrams tanks
 - A Premium ticket to home Redskins games for the next 3,231 years
 - 13 trips for the Discovery space shuttle from California to Florida
 - 8 TOMAHAWK missiles
 - Slightly over 4.6 million gallons of 93 octane gas (until the price jumps again tomorrow)
 - 25 million rolls of toilet paper (not that cheapie, one-ply stuff either)
- If you've ever tried to complete a CRR, but have been completely baffled, here's some good news: you can download instructions to help you in your task at Dept. 18's Intranet site, <http://ihmdnce/LeanQuality/>. You'll find the link to the instructions right beside the link for a blank CRR.

Miscellaneous

Missile-o-Meter Hits the Top



I'm sure as you've driven on base, you've noticed the missile-o-meter is completely red. No, someone didn't sneak in one night and slap red paint on it. Rather, it means IHDIV reached its corporate Navy savings goal of \$10M, which was achieved through various continuous improvement efforts.

Over the past year, CRRs have come in to the Lean-Quality Dept. After validation by Lean-Quality Dept. personnel, the CRRs are submitted to NAVSEA HQ. The CRRs comprising the \$10M savings came from several program areas.

Keep your mind open to change all the time. Welcome it. Court it.
- Dale Carnegie

Questions or Comments? Contact Tracy Widner x2492
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